State of Michigan (SOM) Systems Engineering Methodology (SEM)

Stage Exit Process Guide

Version 1.2

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MICHIGAN DEPARTMENT OF

dit

INFORMATION TECHNOLOGY

Michigan Department of Information Technology

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Section:	**1.0 Overview**

Introduction: The MDIT Systems Engineering Methodology (SEM) describes the standard system development lifecycle (SDLC) used for information systems developed for the Michigan Department of Information Technology. For better manageability and control, each system development effort is organized into logical, related segments called stages. Each stage must be exited (approved) before the next stage can begin. The decision points (checkpoints) at the end of each stage are called Stage Exits. A high-level overview of the SEM is depicted in the *SEM Overview Diagram* on page 11. A high-level overview of SEM Express is depicted in the *SEM Express Overview Diagram* on page 12.

A Stage Exit is the vehicle for securing the approval of designated individuals to continue with the project and move forward into the next stage of development. The approval is a sign-off of the deliverables for the current stage of development, including the project plan. It indicates that all qualifications (issues and concerns) have been closed or have an acceptable plan for resolution.

*Purpose***:**   The purpose of a Stage Exit is to:

- Allow all functional areas involved with the project to review the current project plan and project deliverables. This includes, at a minimum, a detailed plan for the next stage, and high-level plans for the remainder of the project.

- Provide a forum to raise qualifications (issues and concerns) if issues exist that will impact the project plan.

- Ensure an acceptable action plan exists for all qualifications raised.

- Ensure all stage approvals have been received and placed in the Project File.

Applicability: This process is applicable to all system development and maintenance efforts that follow the SEM and SEM Express.

Timeline/
*Frequency***:**   A Stage Exit is conducted at the end of each stage of development.

The following diagrams show the timing of Stage Exits, relative to the SEM and SEM Express.

SEM

Initiation & Planning	Requirements Definition	Functional Design	Systems Design	Construction	Testing	Implementation

SEM Express

Initiation, Requirements and Design	Construction and Testing	Implementation
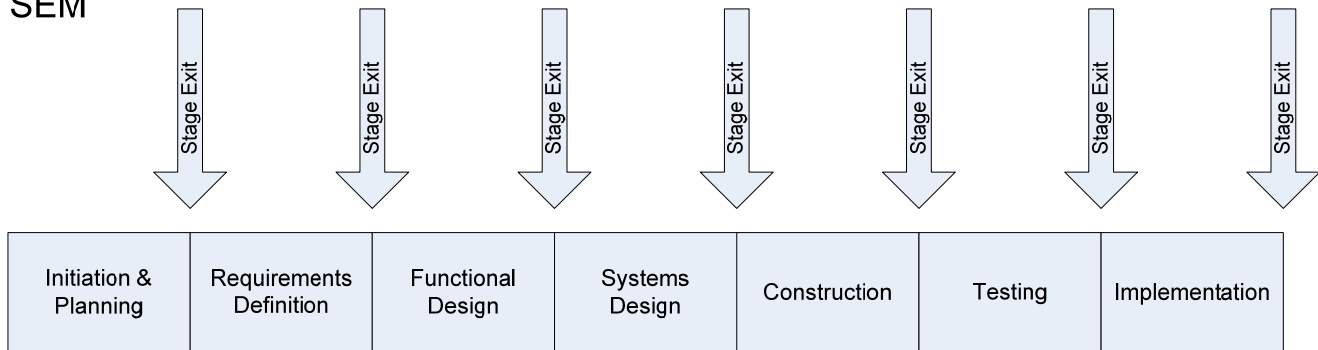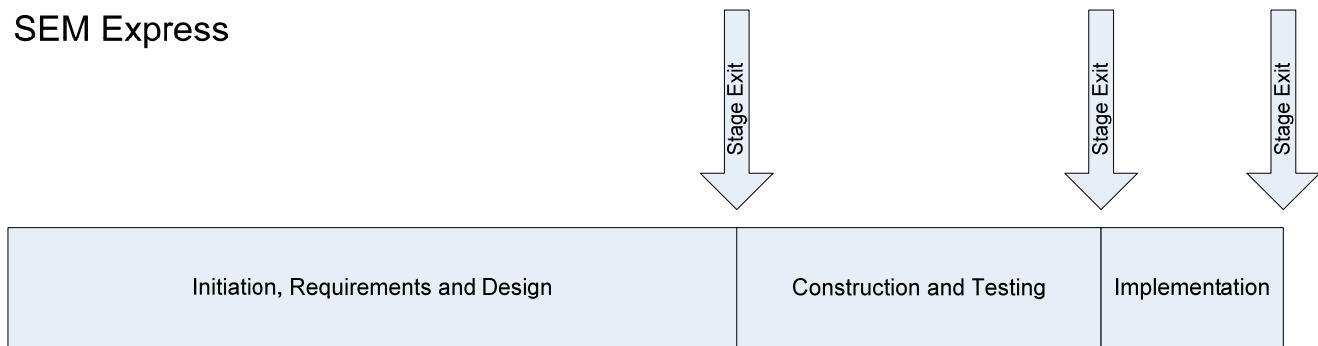
***Process Ownership*:** The responsibilities of the Stage Exit process owner include approving the initial process definition document, approving changes during process improvement, and assuring the process is working once implemented. The process was originally developed with the support of a cross-functional process team.

Change Control: The Stage Exit process is a component of the SEM. Changes to this process will be instituted using the same change mechanism that has been implemented to process changes to the SEM. Refer to the SEM for additional information.

Relationship to Other System Development Processes: The Stage Exit process is a primary component of the SEM. Together with other processes it serves to assure a consistent and predictable outcome in the resulting systems and solutions. The Stage Exit process is complementary to other processes such as Structured Walkthroughs.

Process
Measurements:

Process measurements define the measurements that will allow for determining the effectiveness of the process at work. The main process measurement vehicle will be qualifications (issues) that are raised and closed. For each stage, the following qualification data should be collected:

- Quantity
- Severity Level
  - Low
  - Medium
  - High
- Qualifications Closed
- Qualifications Remaining Open

The following is offered as guidance on determining qualification severity level:

- Low: There are errors in systems development that may impact performance deliverables; or clarification of procedures or information in documentation is needed; or there is an outstanding request for a product enhancement.

- Medium: There is a time-sensitive question impacting performance or deliverables; or a major subsystem under development is blocked.

- High: An application is in final testing, facing a critical schedule and/or milestone issue; or entire development efforts are blocked.

There are a number of tools that can be used to help track qualifications. These range from a word processor like Microsoft Word to a project management tool like Microsoft Project.

Section: **2.0 Process**

Scope: The Stage Exit process begins with a notification to the extended project team (e.g., system owner, user point-of-contact, support areas) that a stage exit has been scheduled. The process ends with the receipt of approval from the designated approvers to proceed to the next stage. Approval indicates that all known issues have an acceptable plan for resolution.

Stakeholders: The stakeholders of the Stage Exit process are those individuals or organizations that will use the output of the process. The primary stakeholders are:

- Systems engineering team
- System Owner/Sponsor(s)
- User point of contact (POC)
- Software Quality Assurance (SQA)
- Enterprise Architecture (EA)
- Office of Enterprise Security (OES)
- Infrastructure Services (IS)

Suppliers: The following individuals or organizations provide input to the Stage Exit process:

- System Owner/Sponsor(s)
- DIT Sponsor(s)
- User Point Of Contact
- Software Quality Assurance
- Support areas

Input: The following are the minimum inputs to the Stage Exit process:

- System Engineering Methodology deliverable(s)
- Current Project Plan
- Issues to be addressed
- Qualifications from the approvers

The following diagram depicts the Stage Exit process flow.

Initiation and Planning
Stage:

PROJECT'S STAGE EXITS	Stage Exit Milestones defined in the Project Plan for each SEM stage

All Stages:

SCHEDULE CURRENT EXIT	Schedule exit for the current stage; notify approvers and other key stakeholders (memo)
DISTRIBUTE CURRENT PROJECT PLAN AND APPROVED DOCUMENTS	Distribute approved stage-related documents and any other items needed to exit stage. See "Exit Requirements by Stage" on page 7 for additional detail
RECEIVE STAGE EXIT POSITION RESPONSE	Receive positions (approval stance) and qualifications (if any) from approvers
PREPARE ACTION PLANS	Prepare plans to resolve qualifications (if any were raised)
CONDUCT CLOSURE MEETING	Present plans for addressing qualifications and secure approval. Can be face-to-face or virtual.

Periodic:

BRIEF PROJECT SPONSORS	Provide a briefing of status, issues, risk, from the QA perspective

Plan Stage Exits: In the Initiation and Planning Stage, the planned date for exiting each stage of development is identified and documented in the project plan. It is common practice for the Stage Exit date for the next stage to be more specific and the dates for subsequent stages to be high level milestones.

Schedule Exit: For each stage, as soon as practical, the actual Stage Exit date should be established and the exit meeting scheduled. Two or three weeks prior to the exit meeting, a memo is sent to all persons participating in the stage exit to communicate the following information:

- Notify participants that a stage exit has been scheduled. Participants include approvers (e.g., system owner/sponsor), support area representatives (e.g., Network Engineering), and individuals with a need to know (e.g., team leads, contractor management, etc.).

- Request that the approvers provide feedback one week before the exit meeting. This will allow the project manager[1] time to work issues and develop action plans prior to the exit meeting.

- Invite participants to attend the exit meeting.

Examples of a memo/email, distribution list, and position responses are provided in the example section of this guide.

Distribute Materials: The current project plan, approved stage-related documents, and any other material relevant to exiting the stage, should be distributed to the participants[2] along with the memo. Relevant materials include known issues and unplanned deliverables.

Approved stage-related documents are depicted in ***Exit Requirements by Stage*** on page 7.

The participants should be familiar with planned deliverables (e.g. the Requirements Specification document in the Requirements Definition stage) since it is common practice for them to review drafts as they are developed. If this is not the case, then planned deliverables also need to be distributed at this time.

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[1] Project manager is the generic term for the person responsible for planning and day-to-day control of the project; may also be referred to as task leader, team manager, or project leader.

[2] In the Initiation and Planning Stage, participants include all support areas.

The Project Plan is dynamic and typically undergoing changes up to the last minute, and is distributed (together or under separate cover) at the same time as the stage exit notification memo.

Exit Requirements by Stage – SEM: The following documents are generally required for stage exit approvals for the SEM. The actual list of stage deliverables shall be determined by the project manager and project sponsor(s). This list may vary when using a customized SEM.

Initiation and Planning Stage:
- PMM-02 Project Charter
- PMM-03 Project Plan
- DIT-0170 Security Plan (initial)
- SEM-301 Maintenance Plan (initial)
- SEM-302 Software Configuration Management Plan (initial)
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - PMM-03 Project Plan
  - DIT-0170 Security Plan
  - SEM-301 Maintenance Plan
  - SEM-302 Software Configuration Management Plan

Requirements Definition Stage:
- SEM-401 Requirements Traceability Matrix (initial)
- SEM-402 Requirements Specification (initial)
- SEM-403 Requirements Management Checklist
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM-401 Requirements Traceability Matrix
  - SEM-402 Requirements Specification
  - DIT-0170 Security Plan, if performed

Functional Design Stage:
- SEM-402 Requirements Specification (final)
- SEM-501 Functional Design Document
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM-501 Functional Design Document (including logical model, System interfaces, system hardware/software specs, and backup and recovery)
  - SEM-401 Requirements Traceability Matrix
  - DIT-0170 Security Plan, if performed

System Design Stage:
- SEM-302 Software Configuration Management Plan (final)
- SEM-601 Conversion Plan (initial)

- SEM-602 Test Plan (initial)
- SEM-603 Test Reports (initial)
- SEM-604 Systems Design Document
- SEM-605 System Design Checklist
- SEM-606 Software Testing Checklist
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM-302 Software Configuration Management Plan, if performed
  - SEM-401 Requirements Traceability Matrix, if performed
  - SEM-601 Conversion Plan
  - SEM-602 Test Plan
  - SEM-603 Test Reports
  - SEM-604 Systems Design Document (including physical model and program specifications)
  - DIT-0170 Security Plan, if performed

Construction Stage:
- SEM-602 Test Plan (final)
- SEM-701 Transition Plan (initial)
- SEM-702 Installation Plan (initial)
- SEM-703 Training Plan (initial)
- SEM-704 Training Checklist
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM-401 Requirements Traceability Matrix
  - SEM-602 Test Plan
  - SEM-701 Transition Plan
  - SEM-702 Installation Plan
  - SEM-703 Training Plan
  - DIT-0170 Security Plan, if performed

Testing Stage:
- SEM-401 Requirements Traceability Matrix (final)
- SEM-603 Test Reports (final)
- SEM-702 Installation Plan (final)
- SEM-703 Training Plan (final)
- SEM-801 Integration and System Test Checklist
- SEM-802 Error Reporting and Tracking Checklist
- SEM-803 Pre-Acceptance Checklist
- SEM-804 Testing Package Checklist
- SEM-805 User Acceptance Checklist
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM-401 Requirements Traceability Matrix
  - SEM-603 Test Reports

- SEM-702 Installation Plan
- SEM-703 Training Plan

Implementation Stage:
- PMM-16 Post Implementation Evaluation Report
- DIT-0170 Security Plan (final)
- SEM-301 Maintenance Plan (final)
- SEM-601 Conversion Plan (final)
- SEM-701 Transition Plan (final)
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - PMM-16 Post Implementation Evaluation Report
  - DIT-0170 Security Plan
  - SEM-301 Maintenance Plan
  - SEM-601 Conversion Plan
  - SEM-701 Transition Plan

Exit Requirements by Stage –
SEM Express:

The following documents are generally required for stage exit approvals for SEM Express. The actual list of stage deliverables shall be determined by the project manager and project sponsor(s).

Initiation, Requirements and Design Stage:
- PMM-02 Project Charter
- PMM-03 Exp Project Plan (*PMM Express*)
- DIT-0170 Security Plan (initial)
- SEM Exp-01 Initiation, Requirements and Design Document (initial)
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - PMM-03 Exp Project Plan
  - DIT-0170 Security Plan
  - SEM Exp-01 Initiation, Requirements and Design Document

Construction and Testing Stage:
- SEM Exp-01 Initiation, Requirements and Design Document (final)
- SEM Exp-01 Construction and Testing Document
- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - SEM Exp-01 Initiation, Requirements and Design Document
  - SEM Exp-01 Construction and Testing Document
  - DIT-0170 Security Plan, if performed

Implementation Stage:
- DIT-170 Security Plan (final)
- PMM Exp-16 Post Implementation Evaluation Report (*PMM Express*)

- SEM-187 Structured Walkthrough Management Meeting Records for the following:
  - PMM Exp-16 Post Implementation Evaluation Report
  - DIT-0170 Security Plan

Systems Engineering Methodology (SEM) Overview

SEM Stages

| Initiation & Planning | Requirements Definition | Functional Design | System Design | Construction | Testing | Implementation |

SEM Templates and Processes

- Maintenance Plan SEM-301
- Software Configuration Management Plan SEM-302
- Transition Plan SEM-701
- Requirements Traceability Matrix SEM-401
- Requirements Specification SEM-402
- Conversion Plan SEM-601
- Requirements Mgt Chklst SEM-403
- Functional Design Doc. SEM-501
- Test Reports SEM-603
- Installation Plan SEM-702
- System Design Document SEM-604
- Training Plan SEM-703
- Test Plan SEM-0602
- System Design Checklist SEM-605
- Training Checklist SEM-704
- Software Testing Checklist SEM-606

Testing Package
- Integration and System Test Checklist SEM-801
- Error Rptg and Tracking Chklst SEM-802
- Pre-Acceptance Checklist SEM-803
- Testing Package Checklist SEM-804
- User Acceptance Checklist SEM-805

- Structured Walkthroughs Required For Each Project Deliverable
- Signoffs Required for each Stage via the Stage Exit Process

Touch Points

- Security Plan DIT-170
- Procurement Docs DIT-153 / DIT-15A / DIT-15B
- Solution Assessments (EA) / IS Serv Request / Hosting Solutn Process
- eMichigan Web Review Assessment
- PMM Charter/Project Plan / PMM Status Reporting Process / Project Change Control Process / Issue Escalation Process / PIER Document
- Business Continuity Planning

Stage Exit Approvals

Initiation & Planning	Requirements Definition	Functional Design	System Design	Construction	Testing	Implementation
• Project Charter (PMM) • Project Plan (PMM) • Security Plan (Initial) • Maintenance Plan (initial) • Software Configuration Management Plan (initial) • Structured Walkthroughs for the above documents	• Requirements Specification (Initial) • Requirements Traceability Matrix (initial) • Requirements Management Checklist • EA Solution Assessment • Infrastructure Service Request • Structured Walkthroughs for the above documents	• Functional Design Document • Requirements Specification (final) • Hosting Solution Document • Structured Walkthroughs for the above documents	• Software Configuration Management Plan (final) • Conversion Plan (initial) • Test Plan (initial) • Test Reports (initial) • System Design Document • System Design Checklist • Software Testing Checklist • Structured Walkthroughs for the above documents	• Test Plan (final) • Transition Plan (initial) • Installation Plan (initial) • Training Plan (initial) • Training Checklist • Structured Walkthroughs for the above documents	• Requirements Traceability Matrix (final) • Training Plan (final) • Test Reports (final) • Installation Plan (final) • Testing Package • Structured Walkthroughs for the above documents	• Maintenance Plan (final) • Transition Plan (final) • Conversion Plan (final) • Security Plan (final) • Post Implementation Evaluation Report (final system signoff) • Structured Walkthroughs for the above documents

SEM Express Overview

SEM Express Stages

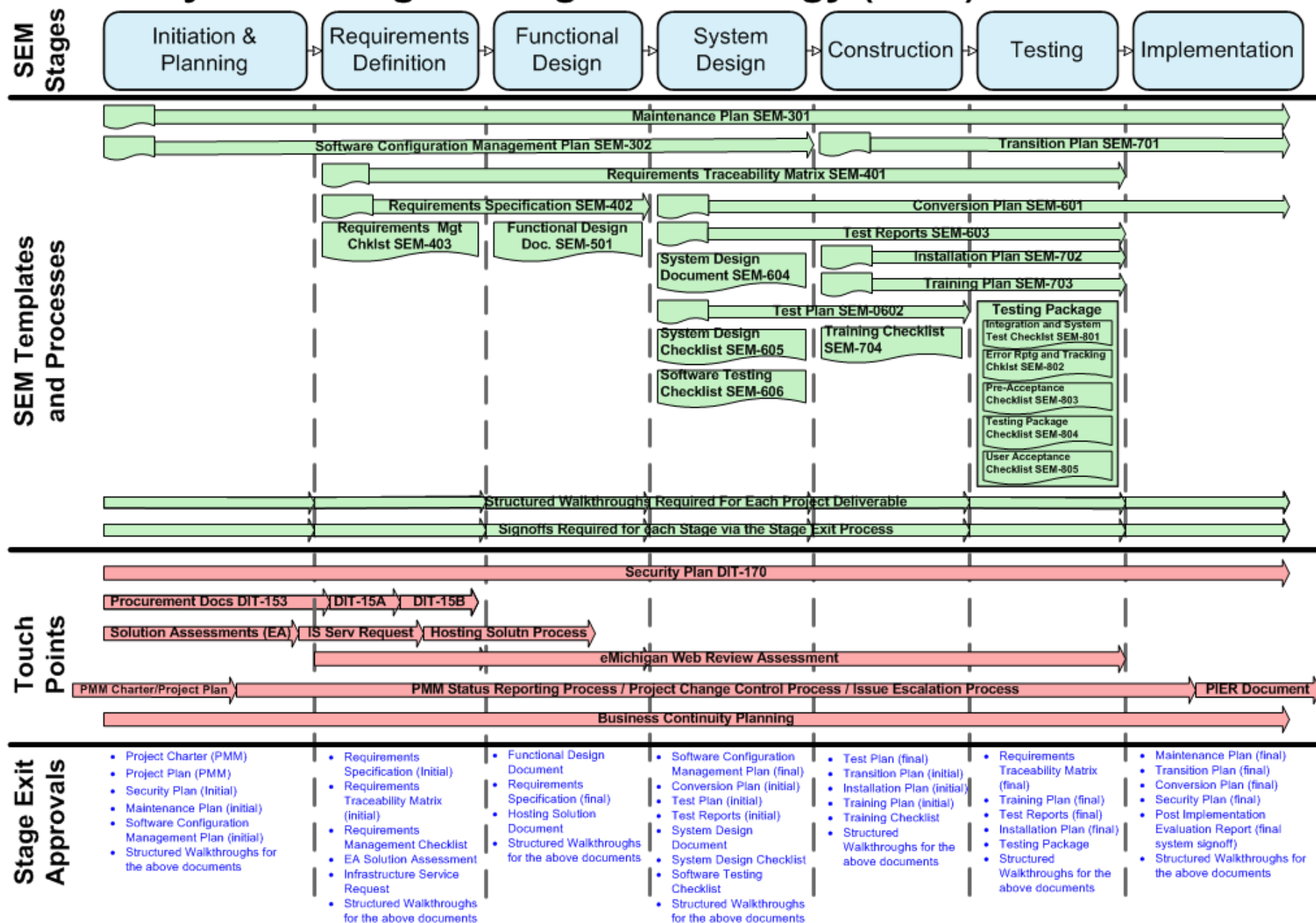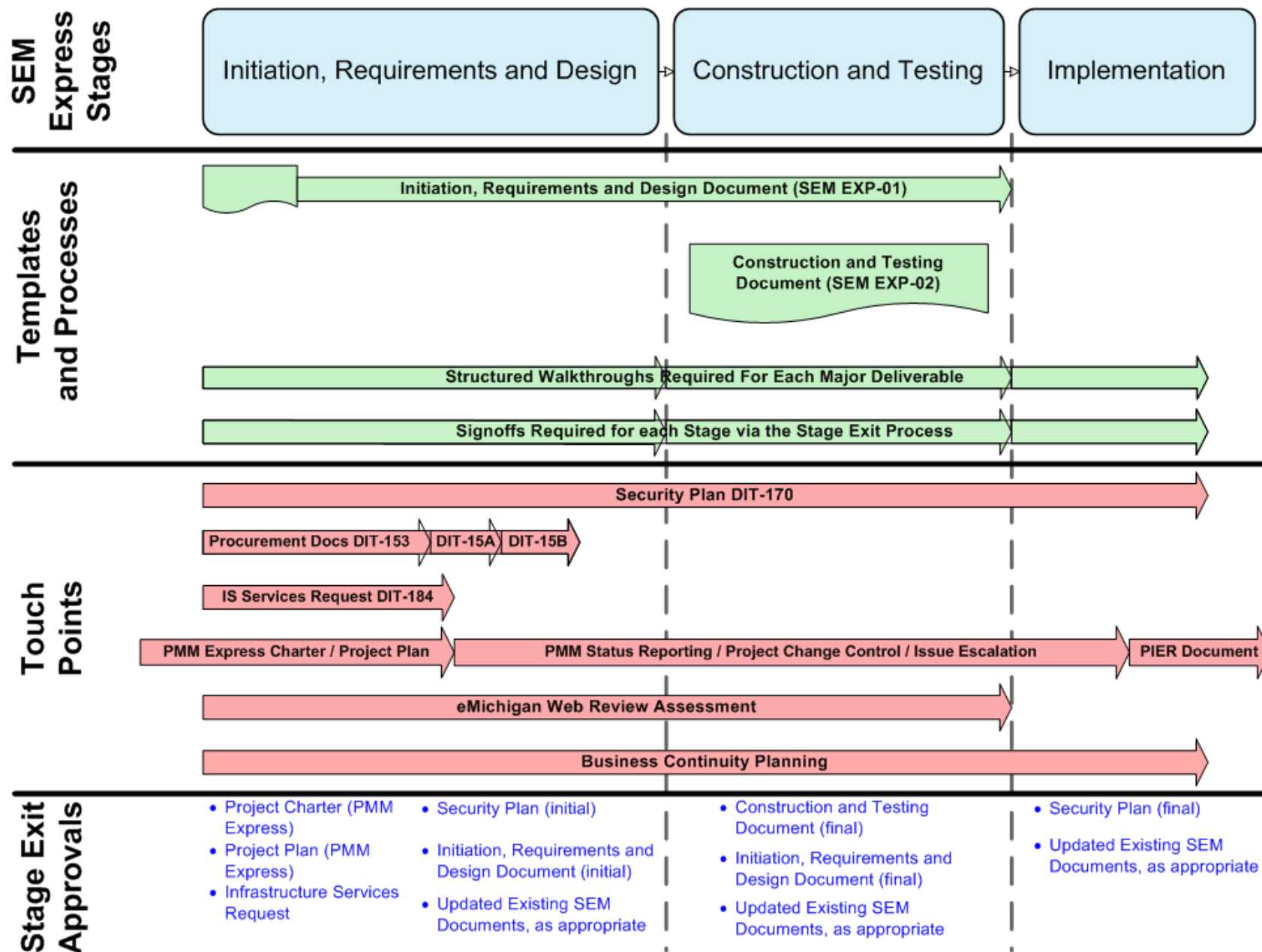| Initiation, Requirements and Design	→	Construction and Testing	→	Implementation

Templates and Processes

Initiation, Requirements and Design Document (SEM EXP-01) →

Construction and Testing Document (SEM EXP-02)

Structured Walkthroughs Required For Each Major Deliverable →

Signoffs Required for each Stage via the Stage Exit Process →

Touch Points

Security Plan DIT-170 →

Procurement Docs DIT-153 〉 DIT-15A 〉 DIT-15B →

IS Services Request DIT-184 →

PMM Express Charter / Project Plan 〉 PMM Status Reporting / Project Change Control / Issue Escalation → PIER Document

eMichigan Web Review Assessment →

Business Continuity Planning →

Stage Exit Approvals

- Project Charter (PMM Express)
- Project Plan (PMM Express)
- Infrastructure Services Request

- Security Plan (initial)
- Initiation, Requirements and Design Document (initial)
- Updated Existing SEM Documents, as appropriate

- Construction and Testing Document (final)
- Initiation, Requirements and Design Document (final)
- Updated Existing SEM Documents, as appropriate

- Security Plan (final)
- Updated Existing SEM Documents, as appropriate

Receive
Positions: A position is required from the list of approvers. This position can be "Approved to proceed", "Approved to proceed with qualifications", or "Not approved to proceed". The implication of each is as follows:

- **Approved to proceed** - Proceed with the project according to the current plan. An example would be where the approver is not aware of any issues for the current stage.

- **Approved to proceed with the following qualifications** - There are issues or concerns. The project can proceed according to the current plan if an acceptable action plan is developed for each issue by the stage exit meeting. An example would be where there is no plan for testing an interface to an existing system that is being changed.

- **Not approved to proceed for the following reasons** - There are very significant issues or concerns. The project should not move to the next stage until issue(s) are resolved. An example would be where funding for the project has been withdrawn or not appropriated.

All qualifications (issues/concerns) must be communicated to the project manager. The position response should contain space for this purpose; however, other forms of communication may be used, such as email or an automated tool that contains workflow, including the ability to do approvals.

Responses are not required from individuals in the "Support" or "Information" categories of the distribution list (refer to Sample 2 on page 18); however, they are encouraged to review the deliverables and provide feedback that may have an impact on the project plan.

Prepare Action
Plans: The project manager must prepare an action plan to address each qualification received. Sometimes action plans extend beyond the stage exit milestone. This is acceptable as long as it will not negatively impact the current project plan. These action plans are then presented at the stage exit meeting.

Conduct Exit
Meeting: At the exit meeting, the project manager presents positions from the approvers, along with qualifications raised during the stage exit process. Action plans must also be presented for each qualification or issue. The objective is to demonstrate that all sign-offs have occurred; all issues have been resolved; the current plan is sound; and the project is under control.

The results of the meeting are documented in summary form, and include positions, qualifications, action plans, and follow up activity.

Output: The following are work products produced when the Stage Exit process is executed:

- Positions from the approvers
- Qualifications (if any) from review of the deliverables
- Action plans to resolve all qualifications/issues

Meeting Outcome: The results of the exit meeting will determine the next step in the development process. The project will proceed in one of the following directions:

- Project proceeds to the next stage according to plan. There were no qualifications raised.

- Project proceeds to the next stage according to plan. All qualifications raised had an acceptable action plan.

- Project cannot proceed to the next stage because significant issues were raised that do not have acceptable action plans to resolve; e.g., funding withdrawn. Schedule a follow-up exit meeting to review action plans and reach approval to proceed or terminate the project.

The SEM-189, Stage Exit Approvals Form, is to be used to document the above decision.

Software Quality Assurance: Periodically, (e.g. quarterly) the quality assurance analyst (or someone fulfilling this role) will brief the senior or upper level manager (e.g. functional manager, or project sponsor if appropriate) regarding the health and well being of the project, from the SQA analyst's perspective. This will minimize the possibility of any surprises later and, if issues exist, they can be addressed timely. The briefing should cover the following areas:

- Project status
- Issue(s) (if any)
- Project risk(s)
- Action(s) required to remove issues or mitigate risk

Prior to briefing the upper level manager, the SQA analyst will brief the project manager and the MDIT Project Sponsor. This should be more as a matter of courtesy; there should be no surprises, since these persons are involved with the project ongoing.

If serious issues exist, the SQA analyst will provide a briefing on an unscheduled basis, rather than wait until the next periodic meeting.

*Responsibility
Matrix:*

The following matrix provides an example of the responsibilities of various parties involved in the Stage
Exit process.

	Project Manager (1)	Support Areas (2)	Quality Assurance (QA)	System Owner/Sponsor(s)	User POC	MDIT Sponsor(s)	Process Owner/Team	
Schedule Stage Exit	P		S					
Distribute current project plan and other materials	P		S					
Review project plan etc.	P	R	R	R	R	R		
Approve / Not Approve	P		R	R	R	R		
Prepare action plans	P							
Conduct exit meeting	P		S					
Monitor process effectiveness			P				S	
Continuous process improvement	S		S			S	P	

P = Perform   R = Review   S = Support

(1) Project Manager is the generic term for the person responsible for planning and day-to-day control of the
project; may also be referred to as task leader, team manager, project leader.

(2) For example, Enterprise Architecture, Server Support, Network Planning, Budget Support, etc.

Example Formats

The following pages provide filled-in examples that can be used as a guide for completing the Stage Exit documents.

Example 1
Stage Exit Notification Memo/Email

Date: April 15, 2007

To: Distribution list

From: John Doe, Project Manager

Subject: Requirements Definition Stage Exit for the New Billing System

The Requirements Definition Stage Exit for the New Billing System (NBS) has been scheduled. The exit meeting will be held on April 25, 2007 from 9:00 a.m. to 11:00 a.m. at the Important Building, room A410. Positions, qualifications, and action plans will be reviewed at this meeting.

The review material is attached. A response is required by April 23rd, from those persons designated as approvers on the distribution list. All others are encouraged to provide feedback and attend the exit meeting. The approver's response may be a position of approved to proceed, approved to proceed with qualifications (issues), or not approved to proceed. A position form is attached for your convenience. A non-response has the effect of an approval to proceed for that approver.

If you have any questions, please contact me at (517) 555-1234 or Mary Smith at (517) 555-1235 for assistance.

Project Manager

Attachment

cc: Distribution list (attached)
       Project notebook/file

       (memo only)
       As appropriate

Example 2
Stage Exit Distribution List

Distribution list:

APPROVAL   Function
A. B. Brown   Client Representative(s)   Approves the project to proceed
C. D. Green   MDIT Sponsor(s).   into next stage, based on completed
E. F. Grey   User POC   deliverables for the current stage, a
G. H. White   Quality Assurance   sound revised project plan for next stage,
A. A. Azur   System Owner   and no open issues.
U. B. Blue   Enterprise Architecture
I. M. Coral   Office of Enterprise Security

SUPPORT[3]   Function
I. J. Smith   Documentation   Reviews revised project plan for their
K. L. Jones   Network Engineering   functional area involvement and services
M. N. King   Training   that project is dependent upon.
N. N. Reece   Testing Support   Provides feedback to the project manager.
Q. R. Other   others as appropriate

INFORMATION   Function
Q. R. Here   Client management   Provided for information purposes.
S. T. There   User management   Feedback is welcome, but not required.
U. V. Every   Contractor management
W. X. Where   others as appropriate

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[3] In the Initiation and Planning Stage, the distribution list must include <u>all</u> support areas. In subsequent stages, only the support areas involved.

Example 3
Stage Exit Participation - LAN Project

	SYSTEM DEVELOPMENT LIFECYCLE STAGES / EXITS →						
	Init. and Planning	Reqrmts	Functl Design	System Design	Construc-tion	Testing	Impl.
APPROVERS	SE	SE	SE	SE	SE	SE	SE
System Owner/Sponsor(s)	R	R	R	R	R	R	R
User POC	R	R	R	R	R	R	R
MDIT Sponsor(s)	R	R	R	R	R	R	R
Quality Assurance	R	R	R	R	R	R	R
Office of Enterprise Security	R	R	R	R	R	R	R
SUPPORT AREAS							
Network Engineering	N	X			X		X
Enterprise Architecture	N	N		N			N
Network Operations	N		X		X		X
Computer Operations	N						
Data Base Administration	N						
System Software Administr.	N						
Documentation	N	X	X	X	X		X
Training	N		X		X	X	X
Records Management	N					X	
IRM Planning	N					X	

SE = Stage Exit.
R = Participation is required.
N = Notification.   All areas are notified when the first Stage Exit is scheduled.
X = Sample selection.

Note: This is only an example. The project manager must identify those support areas who need to participate in each stage of development for a given project. The actual list of participants may vary from the example provided.

Example 4
Stage Exit Participation - Client/Server Project

	SYSTEM DEVELOPMENT LIFECYCLE STAGES / EXITS ⟶						
	Init. and Planning	Reqrmts	Functl Design	System Design	Construc-tion	Testing	Impl.
APPROVERS	SE	SE	SE	SE	SE	SE	SE
System Owner/Sponsor(s)	R	R	R	R	R	R	R
User POC	R	R	R	R	R	R	R
MDIT Sponsor(s)	R	R	R	R	R	R	R
Quality Assurance	R	R	R	R	R	R	R
Office of Enterprise Security	R	R	R	R	R	R	R
SUPPORT AREAS							
Network Engineering	N	X			X		X
Enterprise Architecture	N	N		N			N
Network Operations	N		X		X		X
Computer Operations	N	X					
System Programming	N		X				
Data Base Administration	N	X	X	X			
System Software Administr.	N						
Capacity Planning	N		X	X			
Documentation	N	X	X	X	X		X
Training	N		X		X	X	X
Records Management	N					X	
IRM Planning	N					X	

SE = Stage Exit.
R = Participation is required.
N = Notification.   All areas are notified when the first Stage Exit is scheduled.
X = Sample selection.

Note: This is only an example. The project manager must identify those support areas who need to participate in each stage of development for a given project. The actual list of participants may vary from the example provided.

Example 5
Stage Exit Position Response
******** TO BE SENT TO APPROVERS ********

Project name: New Billing System (NBS)

Project stage: Requirements Definition

Deliverables subject to approval:
        SEM-401 Requirements Traceability Matrix (initial)
        SEM-402 Requirements Specification (initial)
        SEM-403 Requirements Management Checklist
        SEM-187 Structured Walkthrough Management Meeting Records for the following:
        • SEM-401 Requirements Traceability Matrix
        • SEM-402 Requirements Specification
        • DIT-0170 Security Plan, if performed

Stage approvers names: Samuel Bolls, Project Manager; Jane Doe, Client Sponsor; Jerry Mowen,
                Client Sponsor; Wilma Fairbanks, Client POC; James Corn, MDIT Sponsor;
                Laura Ozorne, MDIT Security; Karen Howe, MDIT Enterprise Architecture

Return form to: Jane Doe, Project Manager   CXXI / Room 1234

Return by: April 23, 2007

Position:

☐   Approved to proceed.
        Proceed with the project according to the current plan.

☐   Approved to proceed with the following qualifications.
        Issue(s) exist. The project can proceed according to the current plan if there is an acceptable action plan for each issue
        by the stage exit meeting.

☐   Not approved to proceed for the following reasons.
        Significant issue(s) exist. The project should not proceed to the next stage until the issue(s) is resolved.

Qualifications (issues):

Approver: C. D. Whomever
                (please print)

Signed: _____   Date _____

Project name: New Billing System (NBS)

Project stage: Requirements Definition

Deliverables subject to approval:
        SEM-401 Requirements Traceability Matrix (initial)
        SEM-402 Requirements Specification (initial)
        SEM-403 Requirements Management Checklist
        SEM-187 Structured Walkthrough Management Meeting Records for the following:
- SEM-401 Requirements Traceability Matrix
- SEM-402 Requirements Specification
- DIT-0170 Security Plan, if performed

Stage approvers names: Samuel Bolls, Project Manager; Jane Doe, Client Sponsor; Jerry Mowen, Client Sponsor; Wilma Fairbanks, Client POC; James Corn, MDIT Sponsor; Laura Ozorne, MDIT Security; Karen Howe, MDIT Enterprise Architecture

Return form to: Jane Doe, Project Manager   CXXI / Room 1234

Return by: April 23, 2007

Position:
☐   Approved to proceed.
        Proceed with the project according to the current plan.
☑   Approved to proceed with the following qualifications.
        Issue(s) exist. The project can proceed according to the current plan if there is an acceptable action plan for each issue by the stage exit meeting.
☐   Not approved to proceed for the following reasons.
        Significant issue(s) exist. The project should not proceed to the next stage until the issue(s) is resolved.

Qualifications (issues):

1. In the requirements document, there are no requirements for expected response times, for both the first and subsequent screens of each transaction.
2. The maximum concurrent number of users will be 150, rather than 130 as stated in the requirements document.

3. The prerequisite equipment cannot be installed earlier than October 1, 2007. This creates a 2-week variance from the current project plan of record.

Approver: Wilma Fairbanks, Client POC
        (please print)

Signed: Signature   Date   April 22, 2007

Example 7
Stage Exit Position Response

******** RECEIVED FROM AN APPROVER – Not approved to proceed ********

Project name: <u>New Billing System (NBS)</u>

Project stage: <u>Requirements Definition</u>

Deliverables subject to approval:
        SEM-401 Requirements Traceability Matrix (initial)
        SEM-402 Requirements Specification (initial)
        SEM-403 Requirements Management Checklist
        SEM-187 Structured Walkthrough Management Meeting Records for the following:
- SEM-401 Requirements Traceability Matrix
- SEM-402 Requirements Specification
- DIT-0170 Security Plan, if performed

Stage approvers names: Samuel Bolls, Project Manager; Jane Doe, Client Sponsor; Jerry Mowen, Client Sponsor; Wilma Fairbanks, Client POC; James Corn, MDIT Sponsor; Laura Ozorne, MDIT Security; Karen Howe, MDIT Enterprise Architecture

Return form to: <u>Jane Doe, Project Manager</u>   <u>CXXI / Room 1234</u>

Return by: <u>May 15, 2007</u>

Position:

☐   Approved to proceed.
     Proceed with the project according to the current plan.
☐   Approved to proceed with the following qualifications.
     Issue(s) exist. The project can proceed according to the current plan if there is an acceptable action plan for each issue by the stage exit meeting.
☑   Not approved to proceed for the following reasons.
     Significant issue(s) exist. The project should not proceed to the next stage until the issue(s) is resolved.

Qualifications (issues):

1. The proposed technical solution will require extensive retraining of personnel in the branch offices. There is no funding available for this activity this year or in the foreseeable future. A different solution must be explored.

Approver: <u>Client Sponsor; Jerry Mowen</u>
        (please print)

Signed: <u>Signature</u>   Date <u>April 23,2007</u>

1. Project Name	
2. Project Stage	

3. Deliverables Subject to Approval

"Click HERE and Type"

4. Stage Approvers Name(s)

"Click HERE and Type"

5. Return Form To
a. Name

b. Address	c. City	d. St. **MI**	e. Zip	4. Return By Date

6. Position

☐ **Approved to proceed**
Proceed with the project according to the current plan.

☐ **Approved to proceed with the following qualifications**
Issue(s) exist. The project can proceed according to the current plan if there is an acceptable action plan for each issue by the stage exit meeting.

☐ **Not approved to proceed for the following reasons**
Significant issue(s) exist. The project should not proceed to the next stage until the issue(s) is resolved

7. Qualifications / Issues

"Click HERE and Type"

8. Metrics		
a. State Exit Original Planned Completion Date	b. Stage Exit Re-baselined Planned Completion Date	c. Stage Exit Actual Completion Date

9. Approvals	Date

Approver Names / Signatures